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NFAC 66-35-81

THE DIRECTOR OF CENTRAL INTELLIGENCE

WASHINGTON, D.C. 20505

National Intelligence Council

19 October 1981

MEMORANDUM FOR: Deputy Director of Central Intelligence

FROM : Chairman, National Intelligence Council

SUBJECT : Your Questions About NIC Memorandums

General Considerations

1. NIC Memo-type estimative pieces have long been valued contributions to senior intelligence and policymaking officers -- over the past three decades, before and after the establishing of the NIC. The only thing that has changed of late is that the NIC is no longer part of NFAC.

2. In its lifetime the NIC has produced 17 such memos: some were initiated by the DCI, some by other senior officials, some within the NIC. As listed at annex, these have included excellent studies on such subjects as Mitterrand, the Soviet role in Africa, the politics of oil, Israel-Iraq, and the Gulf of Sidra.

3. NIC Memos are many-faceted:

- a. They represent the work of talented NIC officers whom I have charged to break new ground.
- b. We make a point always to check these pieces with NFAC (and sometimes DDO, State, and DOD) officers.
- c. Some of these memos are undertaken in the NIC only after we have found that NFAC has no analyst available for the assignment.
- d. Such memos can serve various purposes: unique integrative think pieces, alternative analyses, quick responses before the interagency machinery can be cranked up, preludes to SNIEs or IIMs, especially sensitive questions, etc.

4. There is room for a more systematic handling of NIC Memos at their birth. I will work out improved procedures with John McMahon for regularizing drafting assignments, etc., to take care of requests which come into the NIC or NFAC for special -- and usually quick -- analytic pieces.

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5. I have no desire to try to create of the NIC a second NFAC. We have plenty of interagency work to do here, our principal task. Our T/O is small and is going to remain that way. Our twelve NIOs and [] AG staffers [] 25X1
[] can't do much independent analysis. 25X1

Specific Memos

6. We will change the format of our subsequent status reports on special NIC projects (those other than interagency): we will cut down the list, naming only those which (a) have been worked out with NFAC and are underway; or (b) are projects we feel should definitely be done, and are comparing notes with NFAC to see which respective drafters have the requisite time, expertise, and acuity to take on these assignments. [] 25X1
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